COMMITTEE AGENDA TOPICS

I. **Subject:** **Feasibility of a City-County Sustainability Plan**
Action: Directed staff to take a more in depth look and cost of the consultant's recommendation.

II. **Subject:** **2013 Meeting Schedule**
Action: Approved the 2013 schedule.

III. **Subject:** **Next Meeting December 17, 2012, 3:00 p.m.**

COMMITTEE INFORMATION

Present: John Autry, Andy Dulin Claire Fallon, David Howard and Beth Pickering
Time: 3:05 p.m. to 4:35 p.m.

ATTACHMENTS

1. Agenda Package
2. CharMeck Community Sustainability Plan Feasibility Study

DISCUSSION HIGHLIGHTS

Committee Discussion:

Committee Chair John Autry welcomed everyone to the meeting and asked those around the table to introduce themselves.

I. **Feasibility of a City-County Community Sustainability Plan**

Burch: Just for a bit of context, the Committee has been talking about this for the last several months. When we last left this subject it was in June of this year when the City and County staff came to you with the outline of some of the things to be considered as we think about a Community Sustainability Plan and we suggested at that time that we really needed to do some more research into the feasibility of doing this plan. Primarily, because it will be a pretty big community effort depending on the level of sustainability plan you might do, so we want to be able to go into this collectively, with our eyes open, and knowing what we might be approaching. In June the City and County staff recommended that we retain some consultant assistance to dig a little deeper on what it might take and also, in particular, what other cities have done relative to sustainability planning. You were comfortable with that recommendation and with that direction,

we retained a consultant. We went through a selection process and selected the International City and County Management Association (ICMA) as the winning proposal and Tad and Andrea are here representing ICMA today and they have been working for the last 2 ½ months to pull together the findings and recommendations that they will present to you. After they go through this presentation this afternoon, we will ask about three questions to guide discussion and conversation. We hope that you will give us some guidance as to anything you might want to see in a sustainability plan or an effort of this type. We would like to seek that guidance and come back to you. We are not prepared to provide a staff recommendation today. As you will see, there is a lot of great information in here and it is quite a down-load for today. We are going to do some more review of this report and then come back at your next meeting in December and depending on the level of additional information and questions you might have, we may be prepared to actually give you a recommendation in December as to the next step. With that, I will ask Rob Phocas to introduce the ICMA staff.

Rob Phocas: As stated we have Andrea Fox and Tad McGalliard here from ICMA. We have been working very closely with them, we being the internal working group which is made up of the leadership from the County and the City. Heidi Preuss is here representing the County. In addition to all the research that Tad and Andrea and their colleagues did, we've had several conversations with them to help refine this report, which as Julie said is the Feasibility Study.

Tad McGalliard: We will be happy to answer questions at any point during the presentation so if you see something that you like clarification on please feel free to stop us and bring those questions forward. I am Tad McGalliard, Director of ICMA, Center for Sustainable Communities and we were pleased to be selected by the City to work with a great group of staff on the Feasibility Study.

Andrea Fox: I am the Deputy Director for the Center for Sustainable Communities and prior to that was working in local government and state government.

Tad McGalliard then began reviewing the "CharMeck Community Sustainability Plan Feasibility Study" presentation (copy attached).

Howard: Did you find any places that had the same set-up, they had a sustainability plan that crossed County and City but were not combined governments?

McGalliard: We found a number of places where things were operating in tandem on and by the County, which is the Syracuse region who is putting together a similar type of plan. They've got 35 small towns in the county plus the City of Syracuse, plus the County and they are trying to weave together an effort that would involve all of those various communities.

Howard: I wanted to ask that question more for did you see a set-up where they did it together and the other way, did you find where they did sustainability plans that were region in nature and beyond the county?

McGalliard: Certainly there are a number of efforts already ongoing. There is HUD funding out there. There are about 70 of those around the country which do multi-county and sometimes

crossing state lines to do regional sustainability exercises.

Howard: Atlanta, for instance, did they just do the city or did they try to their Metro area?

McGalliard: Atlanta has done mainly the city. Their hope is that once the plan has been refreshed, and they are in the middle or a refresh right now coming out of their CDBG funding, they are hopeful that the plan will begin to trickle outwards to the surrounding municipalities. They haven't figured out what kinds of methodology they would use to transfer some of their ideas into a more regional activity.

Howard: Atlanta and DeKalb County, which we all know is like one city really, did they do two different ones or did they try to combine?

McGalliard: Right now it is separate.

Fallon: Were any of these consolidated areas, county and city?

McGalliard: Nashville-Davidson County is a consolidated government. Memphis-Shelby are somewhat consolidated.

Fox: L.A. is doing a regional approach and they are doing a collaborative one and they are now working on a regional sustainability plan.

McGalliard: Continued his presentation.

Pickering: The cities that you spoke to, did you speak to any who chose not to go forward with a sustainability plan?

McGalliard: We didn't find any that had not gone forward. We found a lot that had not created a document. We found other communities that were producing sustainability activities without maybe the benefit of a 150 page document.

Pickering: Did any of the cities you spoke to find any difficulties or caution details or things that they would do differently, any negative things?

McGalliard: There is a fair amount of challenges, but none of them seem to be insurmountable. They all had questions on how are we going to pay for this, how do we staff this mission, have we focused on the right set of activities, have we done enough?

McGalliard and Fox: Continued their presentation.

Dulin: When you guys are getting the groups together, is there anybody in these groups that are of an opposing thought process on sustainability or going green or is everyone very friendly to moving the process forward and is just trying to figure out how they want to do it?

Fox: Because it was a fairly short timeframe, we didn't have a chance to talk to everybody, but

we talked to a pretty good number of people and based on my experience as working in a couple other cities I was surprised and happy to find out that a lot of the community does understand these issues and the folks that we talked to not only understand sustainability, but also understand what a sustainability plan is. From the people that I talked to, people have different opinions and some people may want something more comprehensive, some may want something that is smaller, more basic and not cumbersome. Most people want something that is measurable. There were a couple of people who were not as keen on that, but we didn't talk to anybody who was particularly negative. I think that would probably be important especially as the next phase comes up, as implementation comes up and as a scenario it shows that as the city and county are moving forward with that. I would think that would be part of the civic engagement process.

Dulin: I would suggest to the Committee and to our guest that they are talking to a very friendly group. The only people who understand what sustainability plans are, are sustainability people. The vast majority of folks doesn't know and have never heard the term, but the folks that are fired up about it come to the meetings. I've continued to say that the City of Charlotte is all over green initiatives and sustainability initiatives. What I'm looking for in the presentation and I've read some of the stuff, is where there is crossover. I want to protect the work we've already done. Heidi and her folks, she has made a career out of it already.

Autry: I don't think we are saying throw out anything that has been done already. I think part of this whole process of what this feasibility study was about was how the city and the county and if we are so inclined, the surrounding towns within the county, could and would work together to complement each other in those efforts and identify gaps where efforts should be applied and then knit all that together into a sustainability plan that would provide a means for having those kinds of measurements.

Dulin: I would suggest that we are already knitted. We certainly have got the needles in our hands, but these things just keep coming up where I thought I would take my opportunity as a committee member to have a say Mr. Chairman.

Fox: Continued the presentation.

Howard: How many of the cities that you looked at, no matter what the situation was, was federally mandated because of environmental issues? Was this some solution to stall the air quality issue?

Fox: No, California has kind of a unique situation in that the state law doesn't require cities to have action plans but a lot of the cities are doing action plans because they think they will be required to in the coming years and because they have department of energy funds, those stimulus dollars. I don't think any of them were a federal standpoint, but that would be the closest thing to state.

McGalliard: A lot of them have been using stimulus funding to supplement or jump start some of their issues. I didn't find any that were mandated.

Howard: How is L.A. set up on the government side? Was that a department of the City of Los Angeles?

McGalliard: Actually, it is housed in UCLA, so it is a multi-jurisdictional effort as 4 or 5 COGS that are involved.

Fallon: How many of these cities don't have home rule? We don't have home rule and are dependent on what we can do on what the legislature says.

McGalliard: We didn't do an analysis of how many were and how many were not.

Fox: Continued the presentation.

Howard: I don't have that price chart in front of me, but are they in order of how the cost would be? That is what we trying to get at, not only the cost of doing the plan, but the cost of implementing it is what I want to hone in on. For instance we were talking about the quality of life study, I was wondering in that situation, that sounds like low costs for study but the implementation is added to the current process.

Burch: Of course this is just to pull together these frameworks or plans, depending on where you are on the continuum and it did not address the implementation process. Most costs are based on ICMA estimates at the bottom and would basically be year one, right Andrea. That is not the ongoing cost.

Fox: This includes staff time.

McGalliard: This is also just to clarify what it is. It is the costs across all jurisdictions and the county so it is not a Charlotte specific cost or a Mecklenburg County cost.

Howard: This is an estimate of what it would costs to do that here in Charlotte and each one of these kinds of different geographies.

McGalliard: It is all contained in Mecklenburg County. We made some assumptions about how many staff from Davidson, Cornelius, Mint Hill and others that might be participating, and how many hours they might be participating in each one of these scenarios. The cost would be divided up by jurisdictions.

Howard: How much of that is new funding requirements, for instance the Quality of Life. I'm sure that $300,000 is what the Quality of Life Study costs us, not what it would cost to add sustainability principles to the Quality of Life Study.

McGalliard: It is based on not hiring new staff, but there are some scenarios where it did recommend a consultant or a facilitator be hired based on the allocation of a particular person's time to work this activity at some level.

Burch: I'm looking at Tom Warshauer, he is one of our principle architects of the Quality of

Life Study redesign and I believe this would be on top of what we are already investing in the Quality of Life Study.

Warshauer: That is correct.

Burch: One of the questions would be if we are to pursue any of these paths how we might divide costs among all the participants and how critical that might be or not. In other words, if we ask towns to participate and presumably we would if it is going to be a community joint CharMeck Plan, then we would also be asking the folks to help fund the additional costs.

Howard: The places that you studied, did you see if these numbers were on par with what they spent? I know California is different, it is a different world, but is this kind of on par with efforts that had happened already?

McGalliard: Many of the communities we talked with only focused on the direct costs of hiring a consultant. They didn't break it down on how they reallocated their staff, whether it is in one jurisdiction or multiple jurisdictions. The cost estimates we got were around $150,000 per consultant.

Dulin: Remember what they said just a little while ago, all those California towns, they are all spending stimulus money, "free money" to them. Some taxpayer in Oklahoma was paying for it but if you run one of these things it is going to be everybody's aunt and uncle that lives outside of this building paying for it with their tax dollars.

Howard: But if they breathe better it would be worth it.

Dulin: I think they are breathing better now anyway. We are talking about Charlotte citizen's cash and not invisible money coming from the feds, which there is no more of it there by the way.

Fox: Continued the presentation with the remainder of the slides.

Burch: Read through the last three slides of the "Wrap-up" presentation (copy attached).

Howard: Because I have been involved with the Coordinating Committee, when you first look at those numbers they can be scary until you really start thinking about the fact that how much of this will Heidi and Rob just integrate into what they do already? It is almost like what we really need is you guys look at their recommendation and tell us what the costs will be to set up and to maintain from year to year. For instance, if I remember right the County requires that committee to do an environmental report every two years. In a lot of ways this could become that maybe. How does this all fit into budgets and frameworks already in place before we kind of assume that this is a start-up of $300,000 or whatever that number was? I don't know what your work plan is, but whatever that is over time we should get a real handle on what the cost is before we move forward and how it would actually be implemented going forward. How much is the county going to take on? Heidi already has a piece of this and I would think that even some of the numbers that you use Tom for the Quality of Life Study would come into this if I am not

mistaken. Where else would they get that data? Have we really examined what that $300,000 would be for? I'd like a more in depth dive on how Charlotte Mecklenburg would do it, hearing what the consultant has suggested.

Burch: We have not done that deeper dive on the cost figures at this point. What would be helpful is whether you would want us to do that for all of the scenarios or are you comfortable with eliminating a scenario?

Howard: I'm saying the cost of what – to me the recommendation from the consultant makes total sense. We are reviewing something we already have in place and put it in a broader framework to put a community conversation around it. What they recommended sounds fine to me. I would just like to get a true cost and I don't think we have that right now.

Burch: In other words, the Quality of Life Scenario that ICMA is recommending.

Fallon: Have we drawn everything together Rob, Julie and Tom that we have talked about in the past? All the stuff that we have already done, is it in one place in one report?

Autry: It will be done in an audit.

Phocas: We haven't done an audit, but one of the things we are working on that we briefed you on a couple meetings ago is the internal environmental operations plan, which at some level will do an audit on everything we are doing internally. It won't cover everything we are doing externally.

Fallon: Wouldn't that be the first step so we would know exactly where we stand before we do anything more in the other scenario?

Burch: The internal piece is really just our own operations.

Fallon: Do you integrate it with the County?

Burch: The County can certainly report on their operations. I think what we are really talking about here is taking sustainability to a different level other than operational. Some of the operations feed into that, but it is really a much broader vision.

Fallon: I understand that, but I think the first step is so we know exactly what we are doing between Tom's department and you guys together so we have a basis to work off what else we want to add and start to work on.

Warshauer: The Quality of Life report gives us an opportunity to measure from the outcomes that we have that are departmental, like water and recycling so it looks at both internal operations and some external. So it does provide a framework to bring that together. We are having a lot of meetings together between departments and developing some other pieces so I think it does provide a good place of starting to pull that together, but by no means pull everything together.

Fallon: No, but you've got something to work beyond.

Warshauer: Correct, and I think that is why they were looking at that as a place to reach out from.

Fallon: Thank you Tom.

Burch: As far as the City of Charlotte internal operations we are working this coming year to have measurable goals around that. Are we doing a lot of activities around sustainability and green? Absolutely. But we have not yet done a lot of measurement around that.

Fallon: I'm not looking for the measure, I'm looking for exactly what have we done, what are we in the process of doing and we build from there.

Burch: As Rob mentioned, we talked to the Committee about that a month or so ago, just to have a general overview of the many things that we are doing throughout the organization. We are doing a lot of activity, but it has to be brought together.

Dulin: You all will be staggered by the length of the list of the things that the City is doing and the County is doing already, everything from changing out the light bulbs on the streets to environmental practices while we are laying down asphalt. I'm looking back at the price sheet and my understanding is the bottom one, the CSP is what the Chairman wanted. Mr. Howard had mentioned $300,000 that is the collaborative at $340,000. I just need that on the record, that is $422,000 the first year so you've got a lot better grasp of the pocketbook around here than I do, since I'm in the minority but if you want to spend that much money, $422,000, you are perfectly capable of doing it. But Ms. Fallon put some good logic out there. I've made a note here and I would like to see a list of the things we are doing already. Before we go off and start writing $422,000 checks I think you ought to know what we are doing already and I know the room is full of sustainability folks and that is fine. How much have we paid you to date for the work that you've done?

McGalliard: I don't think we have been invoiced yet. Probably in the neighborhood of $30,000 to $50,000.

Dulin: Okay, let's say $30,000 so it is $15,000 each for the City and County. At some point we might have to say let's put this thing on hold, let's let Rob and Heidi tell us what we are doing already and we are paying for that, that is in the budget. Rob is in the budget. I know you are all excited about getting the Sustainability Study done but there is a check to stroke for that.

Autry: Let's just say this also for the record that there is no recommendation that is calling for any action from this Committee today and the recommendation from ICMA is a hybrid between the third and fourth scenario, not the CSP at the bottom of the page, which would be my recommendation. But then again, I don't want to make decisions based on purely my emotions. That is why we have this data and this information before us to help us do that.

Howard: I'm glad you said that because we already have Rob and we already have Heidi and a

lot of what they talk about is including staff and other work. Why don't we find out how much of that we already can cover with what we have in place so we can find out what our real number would be? Because Rob may take on some of those roles, staff may take on some of those roles, Heidi may so let's figure out what the real cost is for Charlotte Mecklenburg before we say what it is. Some of that I'm sure is just data and we've got to pay for data, but we need to do a full assessment of what it would cost us to do any of those.

Dulin: Number one, in their program they have said one of the things they are going to do is bring existing materials and stakeholder input and just put that back together for us. It is work that has already been done. Number two, we will get a pretty good idea about whether it is going to be $422,000 or $340,000 when they bill us. If it is close to $30,000 their number will be lower. If they hit us for the $50,000 their number is going to be higher. I'm just very concerned and clearly you all can do whatever you want but somebody in the room has to tell you that it costs real money and we are doing a lot of that work that I'm really proud of. I've been on this Committee for 7 years. I'm really proud of the work we've been doing. Edwin Peacock worked this Committee hard for four years and I don't know if we need to reinvent the wheel for a half million dollars.

Autry: I think that is part of what this decision making process of this Committee is about.

Howard: This has nothing to do with the fact that we had the majority, and it did us a lot of good on the budget as you can see, so that is not true. I'm saying before we close our minds to it let's see what the real cost is and then on the upside actually having a document that we can actually use to help us find additional money for things. Let's be open to it.

Dulin: One of the things that is interesting about this town is that we don't need the outside money because we can take care of ourselves and not only can we, but we are taking care of ourselves to a large extent. Who knows how much federal money is flowing in here. You ought to know, and I certainly don't know, but I think we can take care of ourselves because this community can be self-sustaining.

Pickering: One thing I think these folks have pointed out is there may be some efficiencies that we can find once we see exactly what the City is doing and what the County is doing and get a handle on it. I would agree with Mr. Howard with the 3 and 4 scenario, I think we've got a fantastic Quality Life of Study which is absolutely invaluable and I'm looking forward to getting our upcoming update on that.

Burch: There will be a briefing on it, 80 different indicators.

Pickering: That is what it is all about for me.

Autry: As we talk about what it may or may not cost to devise a plan and to implement it, would that be an opportunity for us to start considering long-term benefits to help use our measurement for how to move forward? In other words if we do A, B and C we can expect a cost benefit five years from now, or ten years from now, whether it is dealing with landfills, solid waste disposal, benefits to water quality, access to water, and how it might impact land use decisions.

Burch: I think it would be premature for us to be able to do that now. I think, certainly, we want long-term benefits to be a part of what is a measure of that plan, but as far as sitting here today or the next several months saying it is going to cost X to do scenarios 3 and 4 and a long-term benefit of that will be Y, I think it is too early.

Autry: How about our friends at ICMA, do you have any kind of data that shows where these plans have been accepted and implemented in communities and what their projected benefits are, short-term and long-term?

McGalliard: Certainly communities have done very good jobs of measuring their performance over time and even some of that has gone as far as certain return on investment. Energy savings even fund some of the sustainability activities of the local government. Most of that activity seems to be occurring after a plan has been developed and been in operation for a few years.

Autry: What we really want to be accurate with is the triple bottom line so that we are achieving some environmental gains, some economic gains and the social aspect.

Burch: That is where the Quality of Life indicators would be the data set to draw up on that. We are going to have new baseline information available and then over the years we will need to go back and actually measure those indicators to see what improvements or what gaps there are, what changes need to be made, etc. in terms of informing the Council's policy choices and Mecklenburg County's policy choices, etc.

Howard: I think you are going to get plenty of data about cost benefits after this conversation. If I understand the Quality of Life, it is actually county-wide for the first time, so are the towns participating in the Quality of Life?

Warshauer: Yes.

Howard: Did the towns see the benefit of adding these new measures for sustainability as well?

Pruess: The feedback that I got from the stakeholder meeting that was specifically involving the towns around this topic; the Quality of Life resonates with them. While it doesn't get at one of your particular targets they are comfortable with the indicators.

Howard: I want to know if we added the sustainability criteria would they help pay for the addition to the studies? I don't want an answer today. I just think we should talk to them about participation if we are going to measure their areas too.

Preuss: Keep in mind that the towns rely on the County to facilitate the environmental assessments and the best use for them.

Fallon: That is exactly why I want that information so we are not redundant and so we don't go over it and do it again because it will just cost extra. If we have a guideline on what we've done then we don't redo things.

Pickering: ICMA touched on it and some of the folks in the room may not want to hear this, but terminology matters. The word sustainability - and I know everybody in here gets that word inside and out, but I am concerned that average folks don't and it is hard for them to understand what that notion of sustainability is. They really don't understand it. I think they do get Quality of Life so I would suggest that maybe we give some thought to terminology. Climate Action Plan is another term that is sometimes used. I do think it is actually bigger than that because of the triple bottom line. Some discussion may be warranted about that word sustainability.

Autry: Language is important and language can have a lot to do with how you can expect success to follow through with it and gain acceptance and participation on a level that will make us a sustainable community.

Howard: All you wanted from us was direction; you don't want a motion for how to spend your time?

Burch: I don't think so. It sounds like there is a consensus, generally speaking, for us to go and continue to do some work. I don't think we need a motion unless we think there is a divided Committee in that regard. We can send a copy of the PowerPoint, but in terms of flushing out more detail around the cost, but particularly for scenarios 3 and 4. Are you interested in us working on any of other scenarios or do you want us to hone in on 3 and 4?

Autry: The recommendation from ICMA is a hybrid between scenarios 3 and 4.

Pickering: So we are asking staff to get some cost figures for Mr. Howard, but are we also doing a list of inventory?

Fallon: I would like a list before we do cost estimates. How can you do cost estimates if you don't have a list of what you've done already?

Burch: We can give you a simple listing of things we are doing operationally and that is in large part what we did in terms of the presentation over the last couple months. Heidi provided an overview of the county's work in the spring so we can pull those things together.

Fallon: I would like to get that before we start talking about which we are going to look at.

Burch: We don't have it in one simple document that we hand to you.

Fallon: That is what I want. How can we go ahead without having a simple document that tells us what we've done so far and where we are at?

Howard: They don't have anything to do with each other. One is what we've done and the other is us talking about and looking at how we are going forward, which is two different things. If we don't keep the framework conversation going on, which is all we are really talking about, how do we study this going forward? What are we going to measure and how are we going to do it? To me that has nothing to do with what we've done to this point.

Fallon: But I can't decide what we are going to do going forward until I know what we've done before. I would like something pulled together so I know where we are at.

Burch: Would it be helpful if we set down with you, Ms. Fallon, and just talk you through what all we have? Would that be helpful because we don't have one single document that would outline City and County environmental operational plans, policies, etc. We've got a couple PowerPoint's related to both City and County that we can provide copies of.

Fallon: I would like those first.

Burch: Okay, we will do that.

Dulin: Mr. Howard, I agree but we cannot forget. It is not like all the work that Rob and Heidi and their folks are going to stop. We are going to continue those forward so really the nut is what you would like to add to what we are doing as we go forward.

Howard: Their work plan will actually become what this is. To me, if you combine what the City and the County are doing a lot of it is what you are doing already and anything in addition to that will be added on because now we have this one sustainability plan that we are working on together. It could become the work plan, but that is what we need them to tell us. They need to tell us how they will actualize this.

Dulin: Those two groups are collaborating every single day.

Fallon: If you want to engage it with other people that is a way to start, but you've got a base to start with. In other words we are doing it now, how do we build on it and that become part of the plan with a bottom line with a cost to it?

Autry: Everybody is suggesting here that what we want is to figure out how we build on that and build a sustainability plan.

Fallon: That I understand, but how do you know what you have to build on if you don't know what you have?

Autry: Well, I believe we've been talking about this thing for some time and we will continue to do that.

Pickering: Since we are about to have a Quality of Life update, is there any way we could take that as a starting point and is there anything else that you folks can think of that is not part of the Quality of Life study, that is happening that we could kind of add on?

Autry: I believe that is the direction that the recommendation, considering scenarios 3 and 4 and moving forward with that and part of scenario 4 is to use the Quality of Life studies.

Pickering: To go to Ms. Fallon's point of getting some kind of a base line thinking toward a list of what is happening.

Fallon: That is what I'm interested in because you are going to run before you walk and that is the problem. You've got to walk first and then run. You have to make everybody understand what we've done, what we can build on and then you start talking about cost and sustainability, but let us know what we've done already and we don't know. Some of it is in PowerPoint and some of it is in Quality of Life, but it is not all been drawn together.

Warshauer: I remember at the beginning you said one of the reasons that people wanted some sort of plan was because there was confusion about all the different things we had done and I think your conversation really illustrates that. Building that framework is bringing together the different silos and all the work that has been accomplished. That is one of the things I think that frustrates you all and frustrates the community because they don't have a place where they can see how all this comes together. The Quality of Life, I do think you will see provides us an opportunity to pull some of those together in some way. It is not the end product of a sustainability plan, but it is the beginning of how we can talk about sustainability and if we use that, I think what I was hearing from your conversation was use that as a jumping off point.

Fallon: That is exactly what I'm trying to say.

Burch: I think it might be helpful if we could come up with some sort of paper to show how the City and County operations feeds into the larger picture of the community and it can be built on. Perhaps it would be helpful, giving the conversation, just to give us some firm guidance of where you would like to take this next. We will come back in December with the beginning of this. In the meantime, we will have the benefit of the Quality of Life presentation on December 10th so I think that will help inform all of this.

Howard: I was just responding to the question staff had about what they should spend their time on over the next month. I make a motion for us to give you guys direction to move forward with the recommendations from the consultant with some idea about what the true costs are if we were to implement what they are suggesting.

Pickering: Second the motion

Dulin: I have a secondary motion. To suspend all efforts to start the sustainability study while pending the report from staff of what we are doing already. (Motion did not receive a second)

Howard: Can I suggest that Julie do what you said if Ms. Fallon and Mr. Dulin wanted to sit down and see it I think that makes a lot of sense.

Burch: Just for clarification, if we are coming back with additional information on the costs for scenario 3 and 4, I did not interpret this as direction that the Committee necessarily wants to take it to the full Council. We are not ready to do that yet. More research on the costs on scenarios 3 and 4.

Pickering: I'm talking about the Quality of Life study plus things like solar panels out here which I assume are not going to be in the Quality of Life study.

Dulin: No, but they will be on his list of what he is doing already.

Fallon: I think a third person wants the list too.

Burch: We will provide the information about what the City and County are currently doing operationally.

Dulin: Would you run by me the motion one more time please.

Howard: I recommend for the next month, between now and the next meeting, staff spend their time on taking the recommendations from the consultant, which is a hybrid of 3 and 4, and actually give us some idea of what that would really cost, all parties involved.

The vote was taken on the motion and was recorded as follows:

YEAS: 3
NAYS: 2

Dulin: For different reasons I voted no but not because I'm against protecting our environment. I am for protecting our staff time and our staff resources and protecting the work that we have been working on for 7 years while I've been sitting here.

II. <u>2013 Meeting Schedule</u>

The Committee reviewed the 2013 proposed meeting schedule and approved the schedule as is.

Meeting Adjourned at 4:35 p.m.

Environment Committee

Monday, November 19, 2012 at 3:00 p.m.
Charlotte-Mecklenburg Government Center
Room 280

Committee Members:	John Autry, Chair Claire Fallon, Vice Chair Beth Pickering Andy Dulin David Howard
Staff Resources:	Julie Burch

AGENDA

I. Feasibility of a City-County Community Sustainability Plan

Staff Resource: Rob Phocas, Energy and Sustainability Manager

The City and County retained the International City and County Management Association (ICMA) to assist staff in assessing the feasibility of developing a Charlotte-Mecklenburg community sustainability plan. Representatives of ICMA will present a summary of their findings and recommendations to the Committee and staff will outline next steps. No action is requested.

Attachment: 1. Briefing Paper
2. ICMA Report
3. Appendix

II. 2013 Meeting Schedule

The Committee is asked to consider the proposed 2013 meeting calendar attached.

III. Next Meeting: December 17 at 3:00 p.m.

Distribution:	Mayor/City Council	Curt Walton, City Manager	Leadership Team
	Bob Hagemann	Stephanie Kelly	Environmental Cabinet

2013 Proposed Meeting Schedule for City Council Environment Committee

3rd Monday of each month at 3:00 pm
Room 280

***January 22** (Tuesday, due to MLK Holiday)

February 18

March 18

April 15

May 20

June 17

September 16

October 21

November 18

December 16

Notes:
No July or August meetings due to Council's summer schedule

CharMeck Community Sustainability Plan Feasibility Study

Presented to City of Charlotte, City Council, Environment Committee

ICMA

Leaders at the Core of Better Communities

11/19/12

Purpose of Study

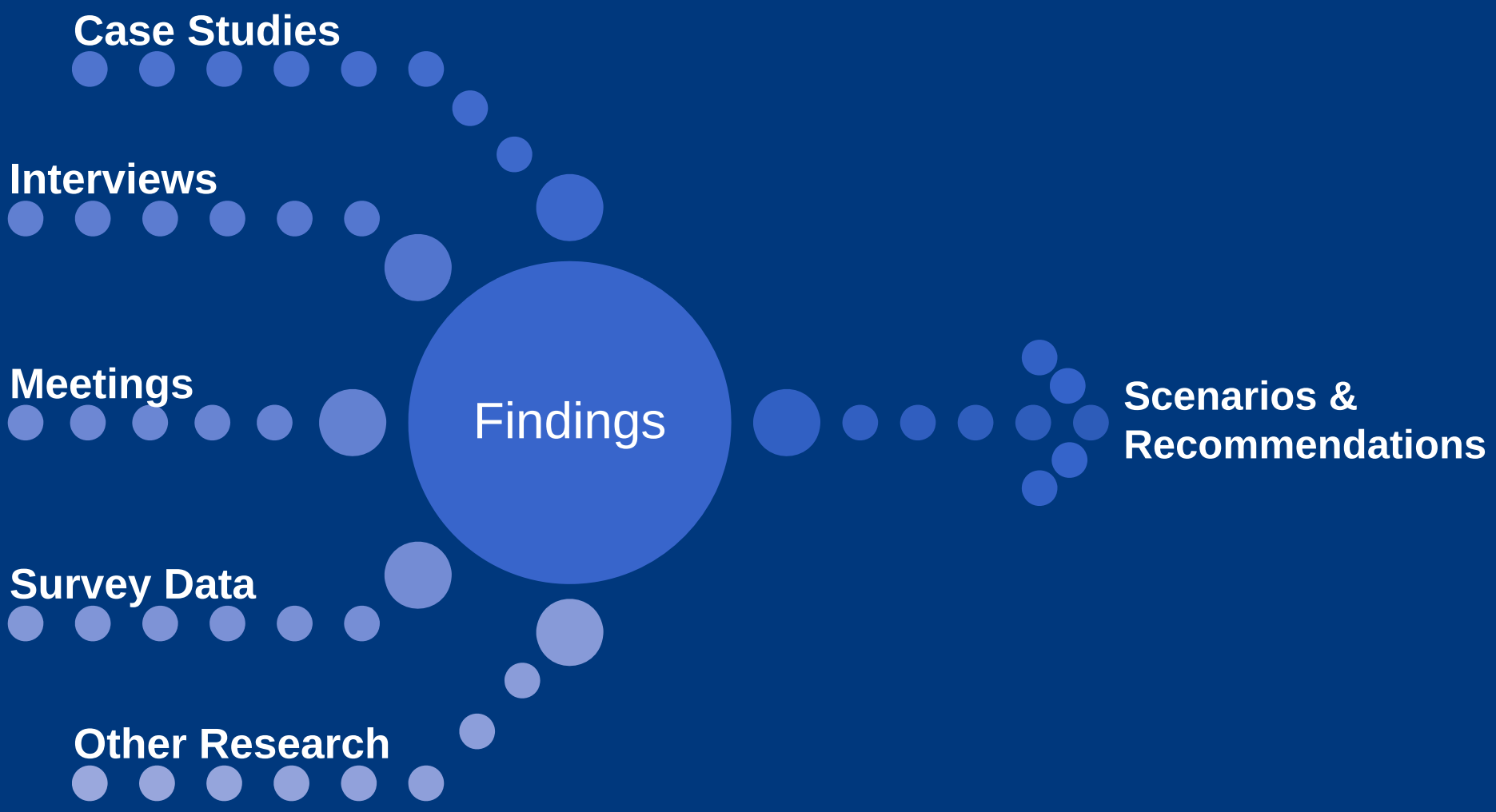
- *Why should or shouldn't CharMeck consider developing a CSP?*
- *What is to be gained or lost by moving forward?*
- *What resources (time, money, effort) will be required?*
- *Based on research and stakeholder feedback, which solutions make the most sense?*

Why Develop a CSP?

- Knit together existing resources
- Decrease operation in silos
- Provide a forum for conversations
- Position CharMeck for grant funding, awards, recognition
- No single entry point (person, plan, committee, website)
- Meet community expectations

DATA SOURCES & METHODOLOGY

Data Sources & Methodology



Case Studies

- Appendix A
- 14 communities *(see next slide)*
- Demographic information (population, operating budget, staff size, etc.)
- Sustainability profile (Is there a plan? Major programs, budget, staff, partners, success stories)

Case Study Communities

- Asheville, NC
- Arlington County, VA
- Atlanta, GA
- Baltimore, MD
- DeKalb County, GA
- Dubuque, IA
- Durham, NC
- Nashville-Davidson, TN
- Palo Alto, CA
- Raleigh, NC
- San Antonio, TX
- Sarasota County, FL
- Memphis-Shelby, TN
- Onondaga County, NY

Interviews

- Appendix B
- Interviewees - local government, business, non-profit, academia
- Questions - define sustainability, benefits/challenges of a CSP, civic engagement tactics, what could CSP knit together, etc.?

Meetings

- Appendix C
- Meetings
  - City of Charlotte, Mecklenburg County staff
  - Non-profit organizations
  - Mecklenburg County towns
- SWOT analysis, ideal outcomes, key partners, managerial structure, etc.

Interviewees and Meeting Participants

- City of Charlotte
- Mecklenburg County
- Town of Cornelius
- Town of Davidson
- Town of Huntersville
- Town of Matthews
- Town of Mint Hill
- Charlotte Mecklenburg Schools
- Charlotte Mecklenburg Utilities
- Centralina COG
- UNCC Metropolitan Studies Group
- Charlotte Center City Partners
- Charlotte Chamber of Commerce
- Charlotte Regional Partnership
- Charlotte Regional Realtors Assn.
- Clean Air Coalition
- Crossroads Charlotte
- Foundation for the Carolinas
- Johnson C. Smith University
- NC Central Piedmont Sierra Club
- Sustain Charlotte
- USGBC Charlotte Regional Chapter

Survey Data

- 2010 Survey of Local Government Sustainability Programs and Policies
  - National survey
  - 2,176 respondents (25% response rate)
  - >100 questions across policy and program areas (policy actions, recognition programs, water, recycling, energy, transportation, buildings & land use, social inclusion, etc.)

Sample Survey Findings

- Average number of FTEs dedicated to a community's sustainability effort is1.9
- 26.7% of respondents appointed a citizens committee, task force or commission for their sustainability efforts
- <15% report on quality of life indicators
- Also learned about sustainability programs, i.e. % that recycle, have bike lanes, mixed-use zoning codes, local farmer's markets

Other Research

- CharMeck documents
- Other local government sustainability plans
- Reports

KEY STUDY FINDINGS

Key Study Findings

- Terminology matters
- Knit together existing resources
- Engagement beyond public hearings
- Goal Setting and Performance Measurement matter

Key Study Findings (cont.)

- A few local governments setting pace; most still in infancy stages
- Implementation is variable
- Sustainability is a local issue

SCENARIOS

Six Scenarios

Business as Usual

Meeting of the Minds

Framework

Quality of Life 2.0

Collaborative

Community Sustainability Plan

Business as Usual

- Continue the current course
- No upfront costs
- Opportunity costs

Meeting of the Minds

- Three meetings
- Common vision
- Communication regarding activities of neighboring jurisdictions
- Areas of interest where coordination, collaboration benefits all parties
- External facilitator

Framework

- Monthly meetings
- Common set of guiding principles
- Does not proscribe how to get there
- External consultant
- Brief “posterizable” final document

QOL 2.0

- Build from QOL Study to create focused sustainability strategy
- 3-5 indicators, set goals
- Monthly meetings with stakeholders – how goal will be met, assess progress
- Describe plans and programs in place
- Existing QOL Study governing structure
- External consultant

Collaborative

- Flexible, formal network
- Promote cross-jurisdictional and public-private partnerships
- Clear expectations
- Charter and Governance Policy documents
- Governance Committees
- Year 1 spent becoming operational
- External consultant(s)

CSP

- Coordinate efforts, communication tool, funding eligibility
- The process is valuable
- Existing materials & stakeholder input
- CSP Chapters → successes, future plans, goals, implementation steps
- Governance structure – Task Force with key leaders & larger Steering Committee

RECOMMENDATIONS

What we heard:

- “Need a way to knit together various plans and efforts ”
- “Don’t develop something that duplicates other efforts or is redundant”
- “Need a solution that makes sense for CharMeck, not something boilerplate”

Framework + QOL 2.0 Features

- Build on QOL Study and process
- Framework - common guiding principles, brief “posterizable” document
- QOL 2.0 - measureable, specific goals
- Manageable, can be built upon
- Stakeholders involvement

Framework + QOL 2.0

Problem Trying to Solve	How this addresses it
X Efforts not coordinated	✓ Common vision and communication about priorities
X No single entry point	✓ Centralized effort and document
X Community expectations	✓ Expectations met, redundancy avoided
X Opportunity costs	✓ Lessened through stakeholder collaboration
X Similarly sized cities have coordinated effort	✓ Leadership by Example
X Community inclusion	✓ Stakeholder engagement and awareness
X Lack communication tool	✓ Now have communication tool

Moving Forward

CharMeck has made great progress. Need to determine where to jump in the middle, with whom, what direction

Questions?

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tmcgalliard@icma.org

Andrea Fox, Deputy Director of Sustainability
ICMA
202-962-3641
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ICMA Leaders at the Core of Better Communities

Scenario	Description	Staffing	Est. Cost	Advantages	Disadvantages
BAU	Stay the course	--	--	No additional work or resources required	Opportunity costs
Meeting of the Minds	Cross-jurisdictional meeting(s)	0.65 FTE & consultant	$64,717	Everyone on same page, begin conversation	Not enough, no actionable steps
Framework	Common guiding principles	1.25 FTE	$154,510	Open lines of communication, good starting point	No actionable steps
QOL 2.0	Build on QOL Study	2.4 FTE & consultant	$333,064	Measurable goals with actionable steps	Could muddy the QOL Study
Collaborative	Formal governing structure	1.95 FTE & consultant	$340,305	Singular location, gatekeeper for sustainability issues	Too formal, stakeholders don’t want another layer
CSP	Comprehensive sustainability plan	3.45 FTE & consultant	$422,930	Comprehensive document outlines past successes, future plans	Resource intensive, could be a shelf document